

ADMINISTRATIVE - INTERNAL USE ONLY

ERS 77-6319

OC-M-79-680
11 OCT 1979

ED/A Registry
79-3394

OD/A Registry

File PERSONNEL

MEMORANDUM FOR: Deputy Director for Administration

VIA: Director of Finance
Director of Personnel

STAT FROM:
Director of Communications

SUBJECT: Proposed Maxiflex Time Work
Schedule Experiment

1. Recommendation: It is recommended that you approve the establishment of a maxiflex time work schedule in the Engineering Division (ED) of the Office of Communications (OC), as outlined in this memorandum. The schedule will be established for a period of six months, during which time the experiment will be monitored to determine its impact upon operational efficiency, energy consumption through commuter traffic, quality of support to OC programs, and the quality of life for the participating employees. Upon the conclusion of the 6-month experimental period, an assessment report will be submitted to the Director of Personnel along with a recommendation to continue the schedule if it is deemed successful.

2. Background: The Engineering Division is responsible for the overall future planning engineering coordination, direction and development of the Agency's secure narrative, video, data, voice, and facsimile equipment for use in domestic and foreign development needs toward implementing the Strategic Plan; is responsible for providing consulting services, engineering data and advice to non-Agency and other Agency components where technical considerations are essential in completing systems or equipment interoperability; all procurement including special or ancillary equipment used in the network for communications security, safety and special applications.

A large portion of the work efforts of the employees of the Engineering Division requires concentrated analysis and evaluation. This kind of work can be best performed in an environment that is relatively free from interruptions and distractions. However, the normal 8-hour (0830 to 1700) day tends to be filled with distractions and disruptions that detract from concentrated effort.

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In addition, many of the projects benefit, in terms of both quality and timeliness, from the employee's efforts to stick with the problems until they are resolved. Therefore, it is felt that, due to the nature of the work of Engineering Division, an appreciable amount of productivity is lost through workday interruptions and distractions, as well as the discontinuity of starting and stopping work in conjunction with fixed working hours.

3. Proposal: It is proposed that a maxiflex time schedule be established for ED. This schedule would authorize all employees, who wish to participate, to work other than eight hours per day or five days per week. By establishing the core workdays as Tuesday, Wednesday, and Thursday, and the core work time period as 1000 hours through 1500 hours, it is assured that maximum manpower would be available during the busiest portion of the workweek. At the same time this schedule should allow the type of flexibility that would induce employees to produce timely, high-quality work products.

a. ED officers are required to work with a large degree of independence, so no loss of manpower effectiveness would be anticipated through having portions of the Division working on Mondays and Fridays. Although the maxiflex schedule provides the greatest degree of work hour flexibility for our employees, it would be implemented through having employees propose nominal schedules to their supervisors for approval, which they would follow unless they obtain prior approval to deviate from their schedule. This approach has the benefit of allowing supervisors to ensure that there will be office coverage during the normal 0830 to 1700 hours, five days a week, while also allowing the employees the maximum flexibility to work on a schedule best tailored to their needs. If factors arise that require an adjustment to the employee's nominal schedule, the employee need only obtain the supervisor's approval to adjust hours or days worked. However, all supervisors will ensure that their employees work a total of 40 hours per week in conformance with the provisions of the Fair Labor Standards Act (FLSA).

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b. An informal employee survey shows a good deal of enthusiasm about the prospect of converting to the proposed maxiflex work schedule. However, one of the benefits of this type of flextime approach is that if some employees wish to continue to work the standard schedule now in effect, these hours fit well within the proposed schedule.

4. Benefits: The efficiency of our approximately 80 employees should be improved through the establishment of the proposed maxiflex time schedule. By adjusting work hours more closely to work requirements, more concentrated effort can be devoted throughout the week to production, planning, and organizing.

a. The quality of service offered by ED should be improved through the increased efficiency of ED employees.

b. The establishment of the proposed schedule would reduce the commuting requirements of participating employees through a reduction in the days worked, and the remaining commuting could be performed before and after the normal rush hours. In addition to relieving our employees of this chore, it would also reduce the total energy consumed in their total commuting requirements.

c. An obvious benefit to the establishment of the maxiflex time schedule would be the additional day that the employees would have available to devote to their families and personal life. It is hoped that this will result in an improvement in their quality of life and a renewal of the energies they devote to their positions when they are working.



Attachment:

Cy of att to FPM outlining
Maxiflex Schedules

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CONCUR:

Harry E. Fitzwater

Director of Personnel

28 OCT 1979

Date

STAT

[Redacted]
Director of Finance

*

29 OCT 1979

Date

APPROVED:

/s/ C. D. May

29 OCT 1979

Date

Acting Deputy Director for Administration

Distribution:

- Original - Addressee w/att (Return to D/CO)
- 2 - Addressee wo/att
- 1 - D/Pers wo/att
- 1 - D/OF wo/att

*Provided official tour of duty for all ED employees will be between 6:00 a.m. and 6:00 p.m. Employees may volunteer for and supervisors may authorize schedules outside this tour of duty with the provision that no night differential will be payable.